



MALAWI GOVERNMENT

MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

STRATEGIC PLAN 2017 – 2022

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Foreword

There are enormous challenges facing Malawi in general and Councils in particular hampering the rapid attainment of growth and development. Thus, Ministry of Local Government and Rural Development positioned itself to be able to deal with these challenges and is well on course to achieve its targets set in the last five years (2011-2016). In the process, pockets of best practices in dealing with these challenges have been identified and will lay a foundation for my Ministry's support to the local Councils in the next five years (2017 – 2022).

The Ministry's Strategic Plan sets out clearly prioritized development interventions that are expected over the planning period, the priorities the Ministry is committing to do in terms of strategic outcomes targets, along with a clear description of how the priorities will be addressed. In the same vein, the Plan also takes on board various reform initiatives that have been implemented since the evolution of the current reforms agenda and they include the implementation of the Performance Management System and the Public Service Reform Programmes for the Ministry.

The review of the previous Strategic Plan has revealed satisfactory progress in the implementation of planned initiatives. One of the critical success stories of the previous Strategic Plan has been the emergence of new opportunities for accelerating the transformation agenda of accelerating inclusive local governance and participatory democracy for effective socio-economic development as stipulated in the Programme Support Document for the Integrated Rural Development Strategy and the Decentralization. This Strategic Plan has been developed and aligned to the Malawi Growth and Development Strategy III and 2030 United Nations Sustainable Development Goals and other relevant policies.

A fundamental principle of the 2030 Agenda is to Leave No One Behind. No one should suffer the confines of poverty. The aspirations and actions set in motion by this Strategic Plan, especially deepening decentralization and accelerating rural development in the local Councils, will inspire and motivate generations to come. We know this well and we strive to achieve maximum impact with resources entrusted to us and the local Councils. A major development over the last year has been the milestones we have attained in (decentralization reforms) deepening decentralization in the local Councils which includes devolution of payroll, human resources, development resources and functions. The Ministry is committed to integrating all priorities identified under its various programmes into a concrete high priority set of activities and investments to improve the well-being of all Malawians, in both rural and urban areas.

It is against this backdrop that this fourth (4th) generation of the Ministry's Strategic Plan for 2017-2022 has been developed. This Plan acknowledges that whilst remarkable progress has been made over the past five years, there are still challenges faced by the local Councils. Some of the critical ones include:

- Poor coordination between the local Councils and communities they serve resulting in poor citizen engagements
- Aging infrastructure and equipment which is at a risk of deterioration; and
- Shortage of technical skills and competencies required for quality service delivery
- Fiscal mismanagement.

It is therefore envisaged that the implementation of this Strategic Plan, will focus on achieving the following Strategic Outcomes:-

- Strengthened local governance structures;
- Strengthened legal, policy and regulatory frameworks;
- Improved coordination and implementation of development initiatives;
- Improved local government planning, monitoring and evaluation;
- Strengthened institutional and organizational capacity in order to improve service delivery; and
- Improved provision of corporate services for the Ministry.

It is my sincere hope that the realization of these strategic outcomes will significantly contribute towards improving the capacity and effectiveness in the service delivery of the Ministry and Councils in general thereby uplifting the rural masses from the poverty trap both in medium and long term

We face a very exciting future in the implementation of this inclusive Strategic Plan. As we prepare for an uncertain future due to climate change among others, it is also important that we put in place necessary safe guards which will enable local communities to be resilient and empowered so that they are able to respond to shocks emanating from cross-cutting issues such as nutrition and HIV just to mention a few, including the disaster risks with which they are faced. I therefore encourage all stakeholders in the implementation of the Plan to take advantage of the enabling leadership and the conducive socio-economic and political environment and exercise their full potential in realising the aspirations outlined in the document.

In recognition of the enormous contribution by various stakeholders in developing the Plan, I wish to take this opportunity to sincerely thank them all. It is my anticipation that the commitment that was evident during the consultative process will continue to manifest itself throughout the implementation of this Strategic Plan.

Hon Kondwani Nankhumwa, MP.

MINISTER OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT

Preface

This is a fourth (4th) five-year Strategic Plan for the Ministry, that has been developed for the period 2017 to 2022 through an extensive stakeholder consultation. It presents the strategic direction for the Ministry and the implementation process that it will employ. The aim of developing the Strategic Plan is to provide a clear direction for the Ministry to achieve optimum performance in fulfilling its mandate, roles and responsibilities for accelerating inclusive Local Governance and Participatory Democracy as policy holder.

The process of developing this Strategic Plan commenced with a situation analysis of its internal and external operating environment. The process takes into account all the relevant policies, legislations and other mandates for which the Ministry is responsible which among others include the: Malawi Growth and Development Strategy III, National Decentralization Policy, Integrated Rural Development Strategy and the Decentralization, United Nations Sustainable Development Goals just to cite a few. The Plan accurately reflects the strategic outcome-oriented goals and objectives which the Ministry will endeavour to achieve over the period. The process culminated into the holding series of strategic workshop where Ministry's staff, Department of Human Resources Management and Development and key stakeholders were invited to make their contributions. The Strategic Plan is thus a reflection of the consensus that was reached on the key result areas and key strategic issues affecting the Ministry to effectively deliver its obligation.

The Plan is anchored on six (6) strategic outcomes which have been determined based on its six (6) key result areas as also reflected in this Document. These are: Promotion of Local Governance; Coordination of Rural Development; Facilitation of Local Development Planning; Setting and Enforcing Standards; Capacity and Institutional Development; and Administration and Management Services.

It is therefore, my sincere expectation that the implementation of this Strategic Plan will translate into actions for addressing local governance and rural development issues for the benefit of our local Councils and communities. The successful implementation of the Plan will therefore require professionalism, commitment and support from all stakeholders including development partners. Let us therefore cordially join hands in the implementation of this fourth Strategic Plan for the Ministry.

It is my confidence that with support from all our stakeholders the implementation of this Strategic Plan will see us achieving the intended results for the betterment of rural poor.

K. D. Dakamau

SECRETARY FOR LOCAL GOVERNMENT AND RURAL DEVELOPMENT

Abbreviations and Acronyms

ADC	: Area Development Committee
CSFs	: Critical Success Factors
CSO	: Civil Society Organization
DDF	: District Development Committee
DDP	: District Development Plan
DEC	: District Executive Committee
GoM	: Government of Malawi
HIV	: Human Immune Virus
HR	: Human Resources
HRMIS	: Human Resources Management Information System
ICT	: Information and Communication Technology
IPA	: Individual Performance Assessment
IRD	: Integrated Rural Development
IRDS	: Integrated Rural Development Strategy
KRAs	: Key Result Areas
LAPA	: Local Authority Performance Assessment
LED	: Local Economic Development
LGSC	: Local Government Service Commission
MALGA	: Malawi Local Government Association
MDAs	: Ministries, Departments and agencies
MDCs	: Millenium Development Goals
M&E	: Monitoring and Evaluation
MGDS III	: Malawi Growth and Development Strategy III
Mk	: Malawi Kwacha
MLGRD	: Ministry of Local Government and Rural Development

MoU	: Memorandum of Understanding
NDS	: National Development Strategy
NGOs	: Non-Governmental Organizations
NLGFC	: National Local Government Finance Committee
ORT	: Local Recurrent Transaction
PC	: Performance Contract
PED	: Performance Enforcement Department
PFMA	: Public Finance Management Act
PMS	: Performance Management System
PSD	: Programme Support Document of the IRDS
PSRP	: Public Sector Reform Policy
SADC	: Southern Africa Development Community
SDGs	: Sustainable Development Goals
SEP	: Social Economic Profile
SWG	: Sector Working Groups
SWOT	: Strengths, Weaknesses, Opportunities and Threats
TNA	: Training Needs Assessment
TWG	: Technical Working Groups
VDC	: Village Development Committee

1.0 BACKGROUND INFORMATION

1.1 Introduction

The 2017-2022 Strategic Plan for the Ministry of Local Government and Rural Development (MLGRD) serves as a transformational roadmap towards deepening decentralization and accelerating rural development. The current Strategic Plan is a fourth generation in a series of Strategic Plans which the Ministry has been implementing since its establishment namely; the 2001-2004; the 2006-2009 and the 2011-2016 Planning cycles with corresponding Fiscal Years.

The development of the 2017-2022 Strategic Plan for the Ministry adopted a goal-based approach participatory process which benefited from various valuable inputs from the Ministry officials, affiliates from the National Local Government Finance Committee (NLGFC), Local Development Fund (LDF), Malawi Local Government Association (MALGA) and the Local Government Service Commission (LGSC). In addition, representatives from some selected councils, various stakeholders and membership of Technical Working Groups (TWG) and Sector Working Groups (SWG) were consulted.

The Ministry therefore exists in order to promote local governance and participatory democracy by creating an enabling environment for socio-economic development and social stability of the Councils thereby facilitating provision of adequate capacities to Councils to manage the accelerated devolution of the Human Resources (HR), fiscal and physical assets to the Councils. The coordination role of the Ministry to spearhead improved service delivery for rural livelihoods should be underscored. In order for the Ministry to facilitate the achievement of the transformational agenda, Seven Directorates have been constituted. These include: Directorates of Local Government Services, Rural Development, Chiefs Administration, Planning and Policy, Human Resources (HR) Management and Development, Financial Management and Administration (general).

The recent social and economic development indicators place the country within the less developed category with the proportion of the population living below the poverty line pegged at 50.1%. The economy is agro-based with the agriculture sector contributing 28% of the GDP as of 2017, for both the mainstay for the country's foreign exchange and also supporting subsistence livelihoods.

Further, a productive labour force is a critical resource for spurring rural development. However the country's labour market structure consists of a larger number of jobs in the informal economy that leaves most workers with inadequate social and income security. The demographic dividend has placed the youth in Malawi with the highest proportion of the population (70%) a potential resource to resuscitate rural development. However, it should

be underscored that the highest population (86%) of Malawians live in rural areas where service delivery has not been to standards and needs.

In 1998, Parliament enacted the new Local Government Act No. 42 (of 1998) and adopted the National Decentralisation Policy. To this end, Government settled for Devolution type of decentralisation where Government transfers decision making, finance, and management of functions to quasi-autonomous units of local government that have corporate status.

The purpose of decentralization is thus to restructure central government ministries and other institutions so as to foster efficient service delivery to the people and socio-economic development through the Councils. It seeks to enhance democratic participation and accountability while central government focuses on national level services provision and development priorities. Decentralization is therefore a key aspect of Malawi's Public Sector Reforms and it should be synchronized with the other reform initiatives that are being carried out to improve public service delivery.

In order to achieve improvement of rural livelihoods within decentralized framework, government has singled out transformation of rural areas as the most effective way of accelerating socio-economic development. The Integrated Rural Development Strategy (IRDS) and the Decentralization has therefore been formulated in order to address challenges encountered through fragmented mode of development by way of providing a strategic direction so that there is some consensus on the Integrated Rural Development (IRD) in terms of concept and strategies. As part of the strategy for promoting rural transformation, the government established the MLGRD to coordinate the process of rural development. This underscores the government's commitment to poverty reduction through rural development

Despite the country having a Decentralization Policy and Local Government Act, supported with the IRDS, devolution has been very slow in terms of sectors, HRs and physical asset devolution, which has significantly affected the performance of Councils (GoM, 2016). This has also contributed to stagnated rural development because the interventions in the country have not been well coordinated to enhance synergies and, thus, resulted into duplication of efforts and less impacts on improvement of community livelihoods.

It is therefore envisaged that the 2017-2022 Strategic Plan for the Ministry will be a critical drive in guiding the implementation of key investment priorities with an ultimate objective of achieving the transformational agenda of the Ministry.

1.2 Overview of Local Governance in Malawi

The dawn of Multiparty Democracy in Malawi resulted into the formulation of the new 1995 Republic of Malawi Constitution. The Constitution stipulates that; *“There shall be local*

government authorities which shall have such powers as are vested in them by this Constitution and an Act of Parliament”.

Devolution entails the transfer of powers, functions and corresponding resources from central government to the local authorities in line with the principle of subsidiary. On the other hand, de-concentration entails central government ministries establishing their own offices at field levels while retaining decision making power and resources

The Policy and Act provided for the creation of a conducive environment for local empowerment of the grassroots. Among others, the new Act and Policy allows the masses to nominate and elect their leaders, thereby participating in decision making. The Local Government Act provides for 4 types of Councils including District Councils (28), Town Councils (1), Municipalities (2) and City Councils (3) as appended in table 1 below:

Table 1: Local Authorities in Malawi

Category of council	cities	Municipalities	Towns	Districts
Total Number of Councils.	4	2	1	28
Names of councils in the category.	Blantyre, Lilongwe, Zomba and Mzuzu	Luchenza and Kasungu	Mangochi	Chitipa, Karonga, Rumphi, Nkhatabay, Likoma, Mzimba, Kasungu, Dowa, Ntchisi, Nkhotakota, Lilongwe, Salima, Mchinji, Dedza, Ntcheu, Mangochi, Machinga, Balaka, Mwanza, Neno, Blantyre, Chiradzulu, Zomba, Mulanje, Phalombe, Chikwawa, Nsanje, Thyolo

Source: MLGRD Reports 2018

Good governance enables the country to pursue the best possible processes for making policy decisions through consultative practice, accountability, service quality protocols, role clarifications, good working relationships and coordination. To this end, Government has adopted Decentralization as a catalyst to implement the Malawi Growth and Development Strategy III (MGDS III). It is therefore envisaged that upon full decentralization, Government will realize participatory planning, implementation, monitoring and evaluation (M&E) and increased impact of development interventions at local level.

Over the years, decentralization has been singled out as the Government’s priority programme for increasing the efficiency and effectiveness of public service delivery and the design and implementation of socioeconomic development projects at community levels. The local

governance system has registered some significant strides in the following areas which are critical to the design of decentralization:

- Institutional Development and Capacity Building;
- Decentralization of the Payroll System;
- Fiscal Devolution, Accounting & Financial Management;
- Revenue Collection, Management and Local Economic Development (LED); and
- Local Development Planning & Financing Mechanism.

However, over the years decentralization has faced a number of challenges which have derailed progress. Some of these key challenges include: weak coordination and partial implementation of the devolution; mismanagement of the resources by the councils has also negatively impacted the implementation of the devolution; slow pace of implementation of the decentralization process; lack of Capacity Development in the Councils; lack of System Development in the Councils; lack of clear legal frameworks to accommodate decentralization; some of the existing laws and regulations are not consistent with the Decentralization Policy and need to be reviewed and amended accordingly; high level of vacancies; leadership challenges in driving the decentralisation process; limited Civic Education; weak local level development structures; weak development coordination both at the centre and council level and delayed Capacity Development for councillors.

Regarding Rural Development, presently, various interventions to rural development are carried out in isolation which makes the impact of such interventions piecemeal in nature, resulting in little or no impact at all on the rural livelihoods. Influencing sustainable and positive change means adopting a holistic multi-sectoral approach to development. It is only when various initiatives are implemented in a harmonized manner that it is feasible to realize sustainable economic growth and development

The new dawn of deepening decentralization and accelerating the IRD, evolved through the public service reforms programme (PSRP) on decentralization. These identified reform areas aim at enhancing capacity of Local Authorities through devolution of HRs, improving efficiency through devolution of the development budget and improving effectiveness through administration of Chiefs' honoraria as well as enhancing integrated rural development. The reform areas included; devolution of HRs to Local Authorities; devolution of the development budget to Local Authorities; Amendment of Local Government Act; Finalization of the IRDS and the establishment of funding mechanism for IRDS and Review of Legislation for Chiefs Administration.

The implementation of the decentralization reforms has registered significant progress in some reform areas. The critical milestones include; the devolution of the payroll to Councils, the merging of NLGFC and the LDF into one entity; the finalization of the IRDS; the devolution of the development budget i.e. district development fund (DDF) and subsequent micro projects

and the amendment of the Local Government Act which is yet to be deliberated in the National Assembly.

Further, the Ministry has commenced the process of devolving assets to Local Authorities whilst accelerating the implementation of outstanding works in some reform areas in order to achieve full devolution.

The 2017-2022 Strategic Plan ushers in a carefully well designed roadmap for guiding the new transformational agenda for the Ministry. The agenda whose overarching objective “Accelerating inclusive Local Governance and Participatory Democracy for Effective Socio-economic Development” aligns its investment priorities to the MGDS III and the Sustainable Development Goals (SDGs).

The Programme Support Document (PSD) for Accelerating inclusive Local Governance and Participatory Democracy for Effective Socio-economic Development” has therefore been formulated as an operation programme for the IDRS to facilitate the implementation of the Ministry’s transformational agenda.

2.0 STRATEGIC OVERVIEW

The MLGRD is a Government lead agency that is mandated to promote local governance and coordinate development interventions through councils at the grassroots level. The Ministry derives this mandate from the Constitution (1994), the Local Government Act (1998), and the National Decentralization Policy (1998). The MLGRD recognizes that its role is very critical to the achievement of socio-economic development of the country and hence ensures that this aspiration is made possible by devolving functions from central government to local level. The devolution process seeks to achieve the following objectives:

- To create a democratic environment and institutions in Malawi for governance and development, at the local level which will facilitate the participation of the grassroots in decision-making;
- To eliminate dual administrations (field administration and local government) at the district level with the aim of making public service more efficient, more economical and cost effective;
- To promote accountability and good governance at the local level in order to help Government reduce poverty; and
- To mobilize the masses for socio-economic development at the local level.

To ensure that the above objectives are achieved, MLGRD has determined strategic outcomes and outputs that will be implemented through this Strategic Plan and these are reflected in Table 4 and 5 below. The strategic outcomes are tangible reflections of the mandate and

vision of the Ministry which describe the desired state that is envisaged on the ground by 2022 and beyond.

2.1 Governance and Management Structure

The MLGRD is headed by the Principal Secretary who is responsible for providing strategic leadership and support to the operations of the Ministry. The Principal Secretary reports to the Chief Secretary to the Government for any major policy decisions that he makes.

The Office of the Principal Secretary performs its duties with the support of seven Directorates which are: Local Government Services Directorate, Rural Development Directorate, Chiefs Administration Directorate, Policy and Planning Directorate, Finance Directorate, Human Resource Management Directorate and Administration Directorate.

2.2 VISION, MISSION AND CORE VALUES

2.2.1 Vision

The Ministry's vision has been refined to read as:

A responsive and efficient local government system

2.2.2 Mission

The refined Mission is:

To promote and accelerate local governance and development through formulation and enforcement of evidence-based policies, standards, systems and capacities in order to achieve sustainable socio-economic development in the country

2.2.3 Core Values

The Ministry will be guided by the following Core Values in the implementation of the strategic plan and all other activities:

2.2.3.1 Integrity

The MLGRD shall seek to:

- Act in good faith in all its day to day activities and display humility;
- Have a commitment to ethical behavior and focus on justice and fairness; and
- Exercise care not to disclose confidential information.

2.2.3.2 Professionalism

The MLGRD shall seek to discharge its duties following ethical and standard procedures using highly qualified, competent and skilled staff.

2.2.3.3 Transparency And Accountability

The MLGRD shall ensure that its members of staff discharge their duties in an honest and open manner, whilst being mindful of the confidentiality of privileged information, and will collectively be held accountable for their actions.

2.2.3.4 Gender Sensitivity

The MLGRD shall ensure that gender issues are mainstreamed in all its programs

2.2.3.5 Teamwork

The MLGRD shall encourage teamwork amongst its members to benefit from their synergies to achieve best results

2.2.3.6 Responsiveness

The MLGRD shall ensure that the provision of its services is result-oriented and responsive to client needs

2.2.3.7 Collaboration

The MLGRD shall advocate to work collaboratively with its key stakeholders within Malawi and with other countries and international institutions to ensure effective implementation of local governance services.

2.3 LEGISLATIVE AND OTHER MANDATES

There are a number of legislative and other mandates that inform and guide the operations of public institutions including the MLGRD. These include Constitutional mandates, legislative mandates which are enshrined in the specific Acts of Parliament, policies and international and regional obligations. Basically, the Ministry's mandate is to promote local governance and coordinate development interventions through councils.

2.3.1 Constitutional Mandate

The Constitution of the Republic of Malawi of 1994 provides for the existence of a Public Service, comprising of the Executive, the Legislature and the Judiciary. Chapter III of the Constitution provides for Fundamental Principles which includes principles of National Policy that obligate Government to introduce measures that guarantees accountability, transparency, personal integrity and financial probity and which by nature of their effectiveness and transparency will strengthen confidence in public institutions.

Specifically, CAP 14, Section 146 (1) – 151 creates the local authorities, viz: city, municipal, town and district councils whose coordinating unit and secretariat is the MLGRD.

2.3.2 LEGISLATIVE MANDATES

2.3.2.1 The Local Government Act, 1998

The Local Government Act was enacted in 1998 in line with the National Decentralization Policy adopted earlier in October of the same year. The Act advocates devolution of authority, powers, responsibilities, functions and resources from central government to local authorities. Government considers decentralization as an appropriate mechanism for empowering local communities to participate actively in the decisions that affect them for improvement of their welfare. Local government thus brings government closer to the people for quality service delivery, for popular participation in local governance and development and ensures equitable and sustainable development.

2.3.3.2 The Chiefs Act, 2017 (As Amended)

The Chiefs Act was enacted during the colonial era enhance effective administration of chiefs in the country.

2.3.3.3 The Public Finance Management Act

The Public Finance Management Act (PFMA) (Cap. 37:02) of 2003 was enacted in order to foster and enhance effective and responsible economic and financial management by Government, including adherence to policy objectives; to provide accountability arrangements and compliance to those arrangements; to obligate Government to produce statements of proposed budget policy, confirmation of adherence to fiscal discipline, economic and fiscal statements, including economic and fiscal forecast and updates, and performance information.

Government considers the PFMA as the basis for transforming public sector institutions to enhance financial prudence and accountability. The MLGRD will therefore ensure that the provisions of the PFMA are adhered to.

2.3.3 Policy Mandate

There are a number of policies that government has developed to address either broad sectoral and/or specific issues. Despite the existence of broad-based sectoral policies, government has adopted the MGDS III as the main strategic and policy framework that drives

the country's development agenda and aspirations. Apart from the MGDS III, the MLGRD is guided by the Decentralization Policy.

2.3.3.1 The National Decentralization Policy

The National Decentralization Policy was approved by the Cabinet and became operational in October, 1998. The policy's aims are:

- To devolve administration and political authority to district level;
- Integrate government agencies at the district and local levels into one administrative unit, through the process of institutional integration, manpower absorption, composite budgeting and provision of funds for the decentralized services;
- Divert the centre of implementation responsibilities and transfer them to the districts
- Assign functions and responsibilities to the various levels of government; and
- Promote popular participation in the governance and development of districts.

Thus, Government considers decentralization as an appropriate mechanism for empowering local communities to participate actively in the decisions that affect them for improvement of their welfare. The local government thus brings government closer to the people for quality service delivery, for popular participation in local governance and development and ensures equitable and sustainable development. The Policy is expected to be reviewed during the planning period.

2.3.3.2 The Malawi Growth and Development Strategy III

The MGDS III is the successor National Development Strategy (NDS) to the MGDS II for the period 2017 – 2022. It is a medium-term strategy/policy agenda for government that is designed to attain Malawi's short to medium term objectives. The MGDS III also seeks to continue the reduction of poverty through sustainable socio-economic growth and infrastructure development. The Strategy recognizes the role of MLGRD in enhancing Socio-economic development through the implementation of the Decentralization Policy which advocates inclusive and integrated rural development. The Ministry takes centre stage in providing policy guidance, coordinating the decentralized structures which have been devolved to councils, setting of quality standards and ensuring quality assurance and capacity building.

2.3.3.2 The Public Service Reforms Policy

The Public Sector Reforms Policy (PSRP) provides and outlines an agenda on public sector reforms, the institutionalization of the reforms as well as the management, M&E of the reforms.

The policy covers issues in the public sector that need to be addressed through reforms and are consequently taken as key priority areas in the reform process that will be pursued in the short to medium term. The PSRP is a living document, which will be subject to review every 5 years in tandem with the changes in the medium term development strategies (MGDS III) and global trends in public administration and development generally.

One of the key priority reform area covered in the PSRP is the Decentralization Reforms where the MLGRD is taking a leading role in having functions devolved to councils. As a result of the devolution of functions to councils, the other resultant reform area is Institutional Restructuring aimed at providing cost-effective structures at council level. The MLGRD will ensure compliance with the guiding principles provided by this policy when coordinating the implementation of the decentralization initiatives as a reform program.

2.3.3.3 The Public Service Management Policy

The Public Service Management Policy provides a framework for the management of the Public Service to effectively deliver public goods and services and facilitate development in line with the national development agenda. It includes government's policy commitments that will drive public service and strategies that it will use to improve public service management.

The public service provides an enabling policy, legal and regulatory environment and the infrastructure to facilitate realization of strategic national development goals and aspirations. The Government of Malawi (GoM) recognizes the crucial importance of an efficient and high performing public service for the delivery of quality services to the public and for achievement of national development goals. Hence the need for the Public Service Management Policy.

The Public Service Management Policy will guide the governance and management of the Public Service to become a results-oriented, efficient, dynamic and high performing institution that will deliver quality public services and facilitate achievement of strategic national development outcomes and aspirations outlined in the MGDS III and national vision, respectively. It spells out the guiding principles, the values and practices that will need to be inculcated and institutionalized for the desired Public Service to be established. The public service includes all institutions that fall within the three branches of Government: the Executive, the Legislature and the Judiciary as follows: National State Departments and Ministries, Local Government Authorities, State enterprises that are created by relevant Acts of Parliament and Regulatory Departments. The Public Service Management Policy will therefore guide all these institutions.

The MLGRD, through this policy will ensure that councils are effectively guided in implementing inclusive and integrated rural development programs for socio-economic development of the country.

2.3.4 Regional and International Agreements

2.3.4.1 Agenda 2063

Malawi is a signatory to the Agenda 2063, “The Africa We Want” which aims at building upon the achievements and draw lessons from earlier strategic planning efforts at regional and sub-regional level, including the Lagos Plan of Action. The Abuja Treaty and the NEPAD, to address new and emerging issues in the continent over the short, medium and long-term period. The MLGRD will ensure that relevant thematic areas of the Agenda 2063 are adequately domesticated.

2.3.4.2 Sustainable Development Goals

The SDGs are a new universal set of goals, targets and indicators that UN member states are expected to use to frame their national development agendas/strategies over the next fifteen (15) years. The SDGs follow and expand on the Millennium Development Goals (MDGs) which were agreed by governments in 2001 and expired at the end of 2015.

The SDGs are a comprehensive and ambitious set of goals intended not only to spur growth but also ensure that such growth is equitably shared so as to leave no one behind. They are aimed at creating a just society where resources are sustainably utilized in such a way that the lives and well-being of all citizens are safeguarded. Unlike the MDGs where environment was represented by a single goal, the SDGs have taken environment as a core element with at least one target in each of the 17 goals and close to half of the 169 targets relate to the environment. It is therefore unlikely that the SDGs can be achieved without environmental sustainability. The SDGs bind all nations in a pact that ensures upward movement of all countries at the bottom of the ladder through partnerships among themselves and with other first world countries in the development process.

The effective achievement of the SDGs at national level depends on the country having requisite capacity to domesticate and implement the 17 goals and targets in the relevant sectors of the economy. The MLGRD as an institution will ensure that relevant goals, targets and indicators are identified and mainstreamed in its various programs.

3.0 OVERVIEW OF THE IMPLEMENTATION OF THE 2011 - 2016 STRATEGIC PLAN

The implementation of the 2011 - 2016 Strategic Plan, though it was not concluded and launched, had some achievements as well as challenges and lessons that were learnt in the process. While some of the challenges will be tackled in the current strategy, others will not be taken up as they have become irrelevant.

3.1 Achievements, Challenges and Lessons Learnt

The implementation of the 2011 – 2016 Strategic Plan was generally effective and instrumental in improving the delivery of the MLGRD’s services aimed at achieving its mandate and vision by giving it a clear and focused direction in the implementation of its local governance programs. Whilst a number of achievements were registered, there were some challenges that were encountered in the implementation process and lessons were learnt as well that informed the development of this Strategic Plan. Some of the notable achievements, challenges and lessons learnt are as outlined in Table 2 below.

Table 2: Achievements, Challenges and Lessons Learnt

Achievements	Challenges	Lessons Learnt
<ul style="list-style-type: none"> • Established socio-economic structures (Rural Growth Centres, Rural and Urban Markets, Truck Parks, Curio Shops (not done), Rural Roads Maintenance and Sites and utility services) • Finalized and disseminated IRDS • Institutionalized the IRD Sector Working Group • Rural financial services programmed and implemented through COMSIP • Established Local Economic Development (LED) forums • Developed and disseminated HIV & AIDS Strategy for decentralized response • Established and strengthened District Nutrition Coordination Committee • Strengthened monitoring and evaluation systems • Enhanced transparency and accountability on budget execution • Provided conducive working environment • 	<ul style="list-style-type: none"> • Inadequate and disruption of funding for rural development activities due to cash-gate scandal • High vacancy rate affecting implementation of strategic activities • Delays in administration of compensation claims • Inadequate office space and obsolete office equipment • Infrastructure not disability friendly • Internal resistance affecting implementation of recommendations on organizational studies • Poor enforcement of systems and procedures (records management, fleet management) • Duplications and contradictions in various policies • Awareness campaigns not intensified resulting in knowledge gap on Decentralization Policy across devolved sectors • Absence of Ward Councilors before 2014 general elections affected implementation of rural development initiatives • Weak coordination between ministry and EP&D on planning, monitoring and evaluation • Lack of integration on mainstreaming crosscutting issues in local councils 	<ul style="list-style-type: none"> • Planning should be consistent with strengths • Focus should be within mandate • Need to understand strategic issues to achieve desired outcomes • Strategic issues to be implemented by affiliates should be captured for reporting purposes • Need for compliance to budget on programmed activities • Need to have clear indicators to measure progress • Need for annual monitoring on the implementation of strategic plan

4.0 THE STRATEGIC ANALYSIS

In reviewing the 2011 – 2016 Strategic Plan, the process involved an examination of MLGRD's current internal and external operating environment. This was conducted in order to have an understanding of its strengths and weaknesses and for identifying both the opportunities that are open for the Ministry to capitalize on to enhance its strengths, and minimize threats or challenges that it is facing so that it is able to mitigate their negative effects on its operations. A strengths, weakness opportunities and treats (SWOT) Analysis Technique was used as a tool to identify the above and the analysis was based on the Ministry's Key Result Areas (KRAs).

4.1 Key Result Areas

The KRAs reflected below are basically the primary responsibilities of the MLGRD. These are key roles and responsibilities that fall directly under its mandate such that if it does not act on them, no other MDA will deliver the services in question. This affirms the fact that the Ministry was established as an agency charged with the responsibility of providing local governance policy direction to councils. Its mandate as drawn from the Constitution and the Local Government Act is to promote local governance and coordinate development interventions through councils.

In pursuit of achieving its mandate, the Ministry has identified six KRAs based on its mandate which forms the basis for the strategic direction that has been determined. These are as follows:

4.1.1 Promotion of Local Governance

Local governance is best described as way authority is organized, legitimized, and employed by and on behalf of local people through planning, decision-making and accountability processes. Not only does it refer to local governments and other public sector agencies but also to a variety of community and civil society institutions by which people organize to act collectively. The Constitution and Local Government Act, 1998 gave rise to a legal obligation on the part of the government to devolve political and administrative authority to unitary local government units, each with democratic oversight from an elected Council and popular participation in development planning.

The MLGRD is thus, committed to promoting local governance through strengthening various coordinating structures such as TWGs, SWGs, district executive committee (DECs), area development committee (ADCs), village development committee (VDCs), and this will be achieved by developing and implementing operational guidelines, reviewing and reconstituting existing governance structures and also enhancing chiefs administration and management from time to time.

4.1.2 Coordination of Rural Development

As one way of resuscitating rural economies and transform them into potential drivers of economic growth and development, Government adopted the IRD in 2017 as earlier stated. This in principle meant a paradigm shift from infrastructure development to effectively improve the majority of lives in remote areas. In addition, this has also compelled Government to shift its attention by empowering local communities to engage themselves in socio-economic activities and improve quality standards for small and medium enterprises.

The MLGRD is in this context a coordinating institution of this reform area which aims at promoting rural transformation. Suffice to say that for the period between 2017 and 2022, the MLGRD has devised various strategies and tools that will be applied to scale up the IRD approach some of which are as follows;

- conducting orientations on integrated rural development strategy
- Institutionalizing LED approach – the LED process has not well been integrated into local governments development process, local government’s involvement of other stakeholders in its LED process is also limited to informing and consulting
- Developing and disseminating socio-economic infrastructure development guidelines

MLGRD is optimistic to have improved coordination and implementation of development initiatives by 2022.

4.1.3 Facilitation of Local Development Planning

In Malawi local development planning entails the planning for the future development of a local area, drawn up by a local authority in consultation with the targeted community. The plans define the priorities for an area, strategic policies, infrastructure requirements, land allocations, requirements for safeguarding the environment and so on.

In an effort to accelerate devolution, the MLGRD as a central planning agency is mandated to facilitate the preparation of District Development Plans (DDPs), district Social Economic Profiles (SEPs), strategic plans and the planning and implementation of development programmes and projects. The idea basically is to have consistency in the processes of developing plans and synchronizing the processes so as to aid conceptual and operational linkages with the national and international development policies which normally have a fixed time-frame such as MDGs and SDGs.

Currently, as the implementation and practice of decentralization deepens in Malawi, the objective of facilitating local development planning is to ensure that there is availability of guiding legislation and documentation for improved local government planning, monitoring and evaluation. The ministry capitalizes on the availability of qualified and

experienced staff, existing policy documents such as Decentralization Policy, District and Urban Development Planning System Handbook and National M&E Master plan, and donor/partner support in strengthening Planning and the M&E systems.

4.1.4 Setting and Enforcing Standards

The MLG&RD strives to have robust policy, legal and regulatory frameworks in order to ensure that implementation of its mandate is legally bound and provide a mechanism for quality control in the execution of development initiatives.

The objective of setting and enforcing standards emanates from the fact that unlike other devolved sectors, the MLGRD as a key stakeholder in the decentralization process does not have an inspectorate to assess and evaluate adherence to set policies, laws, regulations and procedures with regard to rural development and local governance system. To ensure that councils are operating in line with prescribed standards and make significant impact, MLGRD has put in place the following strategies:

- Establishing an Inspectorate Directorate at central level
- Attracting personnel and build capacity for the proposed directorate
- Strengthening coordination with other devolved sectors that have fully fledged inspectorates such as Education and Health

It is, therefore, envisaged that implementation and enforcement of policy and legal frameworks in MLGRD will be enhanced by 2022.

4.1.5 Capacity and Institutional Development

Malawi, just like most developing countries continues to be faced with the problems of facilities, equipment and manpower shortage in the professional and technical fields, which inhibits the MLGRD as a central agency in local governance from adequately meeting the demands for the services it is expected to deliver. The MLGRD recognizes the importance of capacity and resources in implementing local governance initiatives so as to strengthen and position itself within context in relation to other stakeholders. Specifically, the objective is to have institutions for the management of local governance fully institutionalised at the national, local authority and community levels.

It is worth noting that efforts have been made to ensure that institutional structures that exist are empowered to manage development programmes and projects adequately, capacity, and skill and competency levels of human resources identified and classified into different disciplines, and finally trained into productive workforce.

Much as the general observation is that the transfer of human resources to local control is far more complex process than the handover of facilities or equipment efforts the MLGRD will ensure that deficiencies are addressed by enhancing local government staff

competencies at all levels, effectively implement the Performance Management System (PMS), filling vacant positions at ministry and councils, enhancing HRMIS operations and payroll management, and enhancing workplace response to wellness programs among other interventions. One pertinent issue is that much as government recruiting agencies may be considering as to how many and what kind of people to employ and or promote to bridge gaps, the MLGRD will ensure that current employees have to be utilized in the best way.

4.1.6 Administration and Management Services

The objective of administration and management services in the institution, which sometimes are referred to as *corporate services*, is to ensure the overall administration and governance of MLGRD is in line with the applicable Act(s), rules, regulations, policies and procedures and shared institutional arrangements. The corporate services work stream is the focal point for all the Ministry's financial management, procurement, and human resource management related activities which when effectively done aim at minimizing the administrative load on other work streams, i.e. Local Government Services, Rural Development, Chief's Administration, Policy and Planning Services. The strategic objectives of the corporate services in a nutshell are:

- To attract, develop and retain employees, for the foreign service with appropriate qualifications, skills and competencies;
- To provide a positive and conducive working environment by promoting sound employee relations;
- To disseminate, interpret and implement of harmonized HR policies and procedures;
- To coordinate Performance Management procedures and processes;
- To provide effective financial management and human resources; and
- To provide up-to-date reliable and efficient internal control systems.

By 2022, MOLG&RD would like to see **improved provision of corporate services** to better serve the local authorities.

4.2 SWOT Analysis

The SWOT Analysis considered the internal factors (strengths and weaknesses) and external factors (opportunities and threats) that have significant impact on the effective delivery of the MLGRD's services and its contribution to the nation's socio-economic development agenda. Specifically, the strategic analysis centred on issues that impact on the identified KRAs. The SWOT Analysis for each KRA is set out in Table 3 below:

Table 3: Strengths, Weaknesses, Opportunities and Threats of MLGRD per Key Result Area

KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
A. PROMOTION OF LOCAL GOVERNANCE	<ul style="list-style-type: none"> • Mandated by the Local Government Act and Chiefs Act • Existence of the Decentralization Policy • Availability of qualified and experienced staff • Existence of functional organizational structure and establishment 	<ul style="list-style-type: none"> • HR Capacity deficiencies (#s) • Underdeveloped ICT • Inadequate HR capacity 	<ul style="list-style-type: none"> • Donor and other stakeholders' trust • Political will and support • Availability of governance structures in councils • Availability for an operational local government system • Good network with NGOs and civil society groups • Delegation of the Chiefs function to the Ministry 	<ul style="list-style-type: none"> • Inadequate funding • Changes in advanced technologies
B. COORDINATION OF RURAL DEVELOPMENT	<ul style="list-style-type: none"> • Has IRD Strategy in place as an instrument • Availability of Programs Support Document (PSD) • Availability of qualified and experienced staff 	<ul style="list-style-type: none"> • Inadequate staff capacity to respond to rural development issues • Unresponsive organizational structure to respond to the needs of rural development in Malawi 	<ul style="list-style-type: none"> • Availability of Sector and Technical Working Groups • Community participation in developmental programs • Support from cooperating partners on IRD implementation • Availability of NGOs & CSOs 	<ul style="list-style-type: none"> • Donor conditionalities • Lack of cooperation from sectors
C. FACILITATION OF	<ul style="list-style-type: none"> • Availability of qualified 	<ul style="list-style-type: none"> • High vacancy rate 	<ul style="list-style-type: none"> • Great support and 	<ul style="list-style-type: none"> • Frequent postings of

KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
LOCAL DEVELOPMENT PLANNING	<ul style="list-style-type: none"> and experienced staff • Availability of guiding legislations and documentation (Decentralization Policy and District and Urban Development Planning System Handbook. National M&E Master plan) • 	<ul style="list-style-type: none"> • Weak governance/development structures • Lack of a vibrant communication Strategy (IEC; Websites). • Non availability of urban planning expertise • Weak monitoring systems 	<ul style="list-style-type: none"> willingness in mainstreaming of crosscutting issues. • Donor/partner support in strengthening Planning and M&E systems • Availability of coordinating structures (TWG, SWG) including VDCs, ADCs, AECs ,DEC and DMECC 	<ul style="list-style-type: none"> planners in the ministry • Conflict of interests (Creation of parallel structures etc) • Unpredictability of funding • Government directives on freezing of recruitments and promotions.
D. SETTING AND ENFORCING STANDARDS	<ul style="list-style-type: none"> • Availability of policies and standards • Availability of legislations and other regulatory frameworks 	<ul style="list-style-type: none"> • Weak enforcement mechanism • Weak local government systems 	<ul style="list-style-type: none"> • Donor and stakeholder interest in supporting local government governance 	<ul style="list-style-type: none"> • Change of policies and institutional framework • Political influence
E. CAPACITY AND INSTITUTIONAL DEVELOPMENT	<ul style="list-style-type: none"> • Existence of establishment warrant • Availability of policies and systems • Availability of staffing and expertise at Ministry and Councils • Availability of facilities and equipment 	<ul style="list-style-type: none"> • Inadequate establishments in the technical positions • Frequent transfers and postings especially in the common service positions • Inadequate office equipment and space • Lack of local government culture • Lack of training institutions specific on local government school of 	<ul style="list-style-type: none"> • Strong collaboration with stakeholders such as academic, CSC, affiliates and DHRMD • Regional and international cooperation and initiatives • Merit-based scholarships • Donor and stakeholder interest in supporting 	<ul style="list-style-type: none"> • Low level of confidence in local government e.g. current decentralisation • Staff attrition and turnover • Donor conditionality and apathy

KEY RESULT AREA (KRA)	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		<p>excellence</p> <ul style="list-style-type: none"> • Lack of professional body on local governance • Lack disability friendly facilities • Weak local government systems 	<p>local government capacity development programs</p>	
F. ADMINISTRATION AND MANAGEMENT SERVICES	<ul style="list-style-type: none"> • Availability of Rules, Regulations and procedures • Availability of qualified and competent staff • Backed by legal instruments (the Constitution, Local government Act, the Public Service Act) 	<ul style="list-style-type: none"> • Weak coordination among divisions and sections • Inadequate office accommodation • Competing priorities • Poor communication • Inadequate staff 	<ul style="list-style-type: none"> • Availability of development partners • Increasing demand for local government services • Availability of training institutions 	<ul style="list-style-type: none"> • Frequent posting of common service staff • Misdeployment of staff • Political influence • Corruption

5 KEY RESULT AREAS, STRATEGIC OUTCOMES AND OUTCOME TARGETS

This part of the report gives a detailed roadmap for the MLGRD and basically outlines its strategic direction in terms of expected desired results. It highlights the Ministry's KRAs which have been identified from its mandate and the KRAs have formed the basis for the determination of strategic outcomes and targets as tangible reflections of its Vision and what it envisages to achieve as desired deliverable results by 2022 and beyond.

The determination of the MLGRD's 2017 – 2022 Strategic direction was highly informed by the Constitution, the Local Government Act, the Decentralization, the MGDS III and the 2011 – 2016 Draft Strategic Plan. It also builds on the successes and lessons learnt during the implementation of the previous strategic plans. The strategic direction has thus been re-defined to set the pace for a more focused approach to yield the intended results. The MLGRD will use this Strategic Plan to consolidate the positive achievements that have been made in the implementation of the previous plans. Details of the KRAs, strategic outcomes and outcome targets are shown in Table 4 below.

Table 4: Key Result Areas, Strategic Outcomes and Outcome Targets

Key Result Area	Strategic Outcome	Outcome Target
KRA 1: PROMOTION OF LOCAL GOVERNANCE	1.0 Strengthened local governance structures	1.1 100% of operational guidelines developed by 2022
		1.2 100% of councils monitored on the implementation of operational guidelines by 2022
		1.3 Review and reconstitute existing governance structures
		1.4 Capacities for local governance structures enhanced
		1.5 Chiefs administration and management enhanced by 2022
KRA 2: COORDINATION OF RURAL DEVELOPMENT	2.0 Improved coordination and implementation of development initiatives	2.1 100% of orientations on integrated rural development strategy conducted by 2020
		2.2 The LED approach institutionalized by 2020
		2.3 100 % of socio-economic infrastructure development guidelines developed and disseminated by 2020
		2.4 Collaboration and information sharing enhanced by 2022
		2.5 National development programs and projects implementation enhanced by 2022
KRA 3: FACILITATION OF	3.0 Improved local government	3.1 District/urban development plans (DDP/UDP) aligned to MGDS

Key Result Area	Strategic Outcome	Outcome Target
LOCAL DEVELOPMENT PLANNING	planning, monitoring and evaluation	III and SDGs by 2019
		3.2 District/urban socio-economic profiles (DSEP/USEP) aligned to MGDS III and SDGs by 2019
		3.3 100% of programmes effectively monitored and evaluated at ministry and local levels
		3.4 100% of cross-cutting issues incorporated into policies and plans
		3.5 Ministry's new projects and programs annually incorporated in the Public Sector Investment Programme database
		3.6 PSIP for council's projects and programs institutionalized by 2022
		3.7 Operational research and knowledge management enhanced by 2022
KRA 4: SETTING AND ENFORCING STANDARDS	4.0 Policy, legal and regulatory frameworks strengthened	4.1 Implementation of ministry's mandate supported by appropriate policy and legal instruments by 2022
		4.2 Implementation and enforcement of policy and legal frameworks enhanced by 60% by 2022
KRA 5: CAPACITY AND INSTITUTIONAL	5.0 Strengthened institutional and organizational capacity	5.1 70% of local government staff competences enhanced at all levels by 2022

Key Result Area	Strategic Outcome	Outcome Target
DEVELOPMENT		5.2 100% of human resources regulated and motivated at all levels by 2022
		5.3 Performance Management System effectively implemented at all levels by 2022
		5.4 70% of vacant positions at ministry and councils filled by 2022
		5.5 HRMIS operations and payroll management enhanced by 100% by 2022
		5.6 Workplace response to employee wellness programs enhanced by 70% by 2020
KRA 6: ADMINISTRATION AND MANAGEMENT SERVICES	6.0 Improved provision of corporate services	6.1 100% of human resources devolved to councils by 2020
		6.2 100% of micro projects devolved to councils by 2020
		6.3 70% of assets devolved to councils by 2022
		6.4 100% of functions fully devolved to councils by 2022
		6.5 Fiscal devolution achieved by 80% by 2022

6 OUTPUTS AND ANNUAL OUTPUT TARGETS

In order to achieve the outcome targets highlighted in Table 4 above, The Ministry has determined outputs on each outcome target. Outputs are goods and services that the MLGRD will produce in order to achieve each outcome and outcome target – i.e. the tangible deliverables that will result in the achievement of the outcomes. The MLGRD will focus on producing those outputs that will have the greatest impact on achieving its desired outcome targets and realizing the mandate.

The achievement of the outputs has further been spread across the period of implementing the Strategic Plan as annual output targets. Table 5 below is an outline of outputs and annual output targets under each outcome target.

Table 5: Outputs and Annual Output Targets

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Strategic Outcome 1		Strengthened local governance structures				
Outcome Target 1.1		100% of operational guidelines developed by 2022				
Output 1	Minimum educational and professional requirements for elected and appointed council officials reviewed		Guidelines for elected council officers developed, and guidelines for appointed office bearers reviewed	Guidelines for appointed office bearers reviewed	Guidelines for elected council officers and appointed office bearers implemented	Guidelines for elected council officers and appointed office bearers implemented
Output 2	Trainings on operational guidelines for councils facilitated			Orientation training on operational guidelines facilitated	Orientation training on operational guidelines facilitated	
Outcome Target 1.2		100% of councils monitored on the implementation of operational guidelines by 2022				
Output 1	Operational guidelines review framework developed		Stakeholder consultations on the development of operational guidelines	Operational Guidelines Review framework	Operational Guidelines Review framework implemented	Operational Guidelines Review framework implemented

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
			conducted	developed		
Output 2	Annual review on application of operational guidelines conducted				Annual review of Operational Guidelines Review framework conducted	Annual review of Operational Guidelines Review framework conducted
Outcome Target 1.3		Review and reconstitute existing governance structures				
Output 1	Development structures in councils harmonized		Existing development structures reviewed	Revised development structures harmonized	Revised development structures implemented	Revised development structures implemented
Output 2	Functionality of development structures monitored			Bi-annual monitoring of revised development structures conducted	Bi-annual monitoring of revised development structures conducted	Bi-annual monitoring of revised development structures conducted
	Membership into governance structures in councils reconstituted	Membership of ADCs reconstituted	Membership of ADCs and VDCs reconstituted		Membership of ADCs reconstituted	

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Outcome Target 1.4		Capacities for local governance structures enhanced				
Output 1	Capacity development plan for local governance structures developed		Capacity development plan developed	Capacity development plan implemented	Capacity development plan implemented	Capacity development plan implemented
Output 2	Committee members oriented on their roles and responsibilities		Orientation of committee members conducted	Orientation of committee members conducted	Orientation of committee members conducted	Orientation of committee members conducted
Outcome Target 1.5		Chiefs administration and management enhanced by 2022				
Output 1	Guidelines for chieftaincy succession reviewed		Guidelines for chieftaincy succession reviewed	Guidelines for chieftaincy succession disseminated	Guidelines for chieftaincy succession disseminated	Guidelines for chieftaincy succession disseminated
Output 2	Orientation of chiefs on their roles and responsibilities conducted	Chiefs orientation on their roles and responsibilities conducted	Chiefs orientation on their roles and responsibilities conducted	Chiefs orientation on their roles and responsibilities conducted	Chiefs orientation on their roles and responsibilities conducted	Chiefs orientation on their roles and responsibilities conducted
Output 3	Documentation of chief's succession	Stakeholder consultations	Documentation of chiefs	Documentation of chiefs	Documentation of chiefs	Documentation of chiefs succession trees

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	trees facilitated	conducted	succession trees facilitated	succession trees facilitated	succession trees updated	facilitated
Output 4	Development of chief's welfare guidelines finalized					
Output 5	Chief's administration and management devolved to councils		Consultations with key stakeholders on chiefs administration and management devolution to councils conducted	Chiefs administration and management devolved to councils	Chiefs administration and management devolved to councils	Chiefs administration and management devolved to councils
Output 6	Payment of chief's honoraria monitored	Chiefs honoraria payments monitored	Chiefs honoraria payments monitored	Chiefs honoraria payments monitored	Chiefs honoraria payments monitored	Chiefs honoraria payments monitored
Output 7	Annual chief's audit conducted	Chiefs audits conducted annually	Chiefs audits conducted annually	Chiefs audits conducted annually	Chiefs audits conducted annually	Chiefs audits conducted annually
Output 8	Roles and responsibilities for		Stakeholders consultations on	Terms of Reference on the	Terms of Reference on the	Terms of Reference on the Roles and

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	block leaders in urban councils defined		the roles and responsibilities of block leaders conducted	Roles and responsibilities of block leaders developed and disseminated	Roles and responsibilities of block leaders disseminated	responsibilities of block leaders developed and disseminated
Strategic Outcome 2		Improved coordination and implementation of development initiatives				
Outcome Target 2.1		100% of orientations on integrated rural development strategy conducted by 2020				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Orientation materials for integrated rural development developed		Orientation materials for integrated rural development finalized	Orientations for integrated rural development conducted	Orientations for integrated rural development conducted	Orientations for integrated rural development conducted
Output 2	National conference on integrated rural development launched		Annual conference on integrated rural development launched	Annual conference on integrated rural development conducted	Annual conference on integrated rural development conducted	Annual conference on integrated rural development conducted

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 3	Council's orientation sessions on integrated rural development conducted		Councils orientation session on integrated rural development facilitated	Councils orientation session on integrated rural development facilitated	Councils orientation session on integrated rural development facilitated	Councils orientation session on integrated rural development facilitated
Output 4	Annual media tours on integrated rural development conducted	Annual media tour conducted	Annual media tour conducted	Annual media tour conducted	Annual media tour conducted	Annual media tour conducted
Outcome Target 2.2		Local Economic Development (LED) approach institutionalized by 2020				
Output 1	National LED framework developed		Consultations with key stakeholders conducted	National LED framework developed	National LED framework implemented	National LED framework implemented
Output 2	LED platforms for councils established		Sensitization meetings with key stakeholders conducted	Council LED platforms established	Council LED platform operations institutionalised	Council LED platform operations institutionalised
Output 3	Rural Growth Centre Development		Consultation meetings with key stakeholders	Draft revised rural growth centre development	Draft revised rural growth centre development	Revised rural growth centre development handbook launched

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	Handbook reviewed		conducted	handbook produced	handbook approved by sector working groups	and implemented
Output 4	Local development financing strategy developed	Consultation meetings with key stakeholders conducted	Existing local development financing strategy reviewed	Revised local development financing strategy rolled out to councils	Revised local development financing strategy rolled out to councils	Revised local development financing strategy rolled out to councils
Outcome Target 2.3		100 % of socio-economic infrastructure development guidelines developed and disseminated by 2020				
Output 1	Integrated infrastructure development guidelines reviewed and disseminated	Consultation meetings with key stakeholders conducted	Integrated infrastructure development guidelines reviewed	Integrated infrastructure development guidelines implemented	Integrated infrastructure development guidelines implemented	Consultation meetings with key stakeholders conducted
Output 2	Quarterly monitoring on compliance to guidelines conducted			Quarterly monitoring of integrated infrastructure development guidelines conducted	Quarterly monitoring of integrated infrastructure development guidelines conducted	

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Outcome Target 2.4		Collaboration and information sharing enhanced by 2022				
Output 1	Annual Local Authorities conference conducted	Annual Local Authorities conference conducted	Annual Local Authorities conference conducted	Annual Local Authorities conference conducted	Annual Local Authorities conference conducted	Annual Local Authorities conference conducted
Output 2	Quarterly Local Authorities technical conference re-introduced		Quarterly Local Authorities technical conference re-launched	Quarterly Local Authorities technical conference conducted	Quarterly Local Authorities technical conference conducted	Quarterly Local Authorities technical conference conducted
Output 3	Quarterly TWGs and SWG meetings coordinated	Quarterly TWGs and SWGs meetings coordinated	Quarterly TWGs and SWGs meetings coordinated	Quarterly TWGs and SWGs meetings coordinated	Quarterly TWGs and SWGs meetings coordinated	Quarterly TWGs and SWGs meetings coordinated
Output 4	Regional and international foras attended	Foras attended	Foras attended	Foras attended	Foras attended	Foras attended
Output 5	Development of IEC strategy finalized	Draft IEC strategy produced	IEC strategy finalized	IEC strategy implemented	IEC strategy implemented	IEC strategy reviewed
Output 6	Guidelines for			Consultations	Draft guidelines	Guidelines

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	networking and collaboration with non-state actors developed and enforced			with key stakeholders conducted	developed and approved	implemented
Outcome Target 2.5		National development programmes and projects implementation enhanced by 2022				
Output 1	Rural growth centres constructed	Chitekesa, Chapananga and Mkanda rural growth centres constructed	Chitekesa, Chapananga and Mkanda rural growth centres constructed	Nyungwe, Nkhamenya and 2 more rural growth centres constructed	Nyungwe, Nkhamenya and 2 more rural growth centres constructed	Nyungwe, Nkhamenya and 2 more rural growth centres constructed
Output 2	Rural and urban markets constructed	Mulanje Mission, Chinakanaka, Lunzu, Tengani markets constructed	Chitipa, Dowa, Mwanza, Mkando markets constructed	Chilumba, Chitipa, Dowa, Mwanza, Mkando markets constructed	Chitipa, Dowa, Mwanza, Mkando markets constructed	Chitipa, Dowa, Mwanza, Mkando markets constructed
Output 3	District stadiums constructed	Thyolo, Ntcheu, Zomba City, stadiums constructed	Thyolo, Ntcheu, Zomba City, stadiums constructed	Thyolo, Ntcheu, Zomba City, Mzimba, stadiums constructed	Thyolo, Ntcheu, Zomba City, Mzimba, stadiums constructed	Thyolo, Ntcheu, Zomba City, Mzimba, stadiums constructed
Output 4	District Commissioners and	Mzimba, Thyolo, Ntcheu distict	Mzimba, Thyolo, Ntcheu distict			

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	Civic offices constructed	commissioners offices constructed	commissioners offices and Mzuzu Civic office constructed			
Output 5	Bus depots constructed	Nsanje Boma	Nsanje and Dowa,			
Output 6	Rural roads constructed	Balaka - Khwisa - Bilira, Thyolo-Goliati-Magunda, Chiweta-Mlowe , and some selected roads in Mulanje	Mangochi Township, Chiweta-Mlowe, Balaka - Khwisa - Bilira, Thyolo-Goliati-Magunda, and some selected roads in Mulanje	Mangochi Township, Chiweta-Mlowe, Balaka - Khwisa - Bilira, Thyolo-Goliati-Magunda, and some selected roads in Mulanje	Mangochi Township, Chiweta-Mlowe, Balaka - Khwisa - Bilira, Thyolo-Goliati-Magunda, and selected roads in Mulanje	Mangochi Township, Chiweta-Mlowe, Balaka - Khwisa - Bilira, Thyolo-Goliati-Magunda, and some selected roads in Mulanje
Strategic Outcome 3.0		Improved local government planning, monitoring and evaluation				
Outcome Target 3.1		District/urban development plans (DDP/UDP) aligned to MGDS III and SDGs by 2019				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Review and alignment of	28 DDPs reviewed and	28 DDPs and 7 urban	28 DDPs and 7 urban	29 DDPs and 7 urban	30 DDPs and 7 urban development plans

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	district/urban development plans to MGDS III and SDGs facilitated	aligned to MGDS III and SDGs	development plans reviewed and aligned to MGDS III & SDGs	development plans monitored	development plans monitored	monitored
Output 2	Review of district/urban development planning system handbook facilitated		Stakeholders consultation meetings conducted	Draft DDPs and UDPs developed	Revised DDPs and UDPs disseminated	Revised DDPs and UDPs implemented
Outcome Target 3.2		District/urban socio-economic profiles (DSEP/USEP) aligned to MGDS III and SDGs by 2019				
Output 1	Review of district/urban socio-economic profiles to MGDS III and SDGs facilitated	District and urban socio-economic profiles review facilitated	District and urban socio-economic profiles review facilitated			
Output 2	Review of district/urban development planning system handbook facilitated	District and urban development planning system handbook review facilitated	District and urban development planning system handbook review facilitated			
Outcome Target 3.3		100% of programmes effectively monitored and evaluated at ministry and local levels				

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	Annual budget performance for ministry and local councils monitored	Ministry and councils budget performance monitored annually	Ministry and councils budget performance monitored annually	Ministry and councils budget performance monitored annually	Ministry and councils budget performance monitored annually	Ministry and councils budget performance monitored annually
Output 2	Model M&E plan for councils developed and adopted	Draft Model M&E Plan developed	Model M&E Plan finalised and disseminated to councils	Model M&E Plan adopted by councils	Model M&E Plan adopted by councils	Model M&E Plan adopted by councils
Output 3	Development of integrated M&E database for councils facilitated			Development of M&E database for councils facilitated	Development of M&E database for councils facilitated	Development of M&E database for councils facilitated
Output 4	M&E reports produced	Annual M&E reports produced and disseminated	Annual M&E reports produced and disseminated	Annual M&E reports produced and disseminated	Annual M&E reports produced and disseminated	Annual M&E reports produced and disseminated
Output 5	DDPs and UDPs evaluation facilitated			Mid-term Evaluation of DDPs and UDPs facilitated		End-term Evaluation of DDPs and UDPs facilitated
Output 6	Impact assessment on the functionality of				Impact assessment on the	Impact assessment on the functionality of



OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	local governance structures conducted				functionality of local governance structures conducted	local governance structures conducted
Output 7	Development of individual organizational Performance Contract (PCs) for ministry and councils facilitated	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted
Output 8	Operational research and knowledge management conducted			Research Agenda developed	Research Agenda operationalized	Research Agenda operationalized
Outcome Target 3.4		100% of cross-cutting issues incorporated into policies and plans				
Output 1	Cross-cutting issues mainstreamed into ministry's policies and plans	Cross-cutting issues mainstreamed into ministry's policies and plans	Cross-cutting issues mainstreamed into ministry's policies and plans	Cross-cutting issues mainstreamed into ministry's policies and plans	Cross-cutting issues mainstreamed into ministry's policies and plans	Cross-cutting issues mainstreamed into ministry's policies and plans

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 2	Mainstreaming of cross-cutting issues into district development plans/socio economic profiles facilitated	Mainstreaming of cross-cutting issues into district development plans/socio economic profiles facilitated	Mainstreaming of cross-cutting issues into district development plans/socio economic profiles facilitated			
Outcome Target 5		Ministry's new projects and programs annually incorporated in the Public Sector Investment Programme (PSIP) database				
Output 1	Ministry's PSIP database annually updated	Ministry's PSIP database annually updated	Ministry's PSIP database annually updated	Ministry's PSIP database annually updated	Ministry's PSIP database annually updated	Ministry's PSIP database annually updated
Output 2	Ministry's Annual Work Plan developed	Ministry's Annual Work Plan developed and implemented	Ministry's Annual Work Plan developed and implemented	Ministry's Annual Work Plan developed and implemented	Ministry's Annual Work Plan developed and implemented	Ministry's Annual Work Plan developed and implemented
Outcome Target 6		PSIP for council's projects and programs institutionalized by 2022				
Output 1	Development of individual council PSIP facilitated	Development of individual council PSIP facilitated	Development of individual council PSIP facilitated			

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 2	Database for local PSIP developed		Database for local PSIP developed	Database for local PSIP developed		
Outcome Target 7		Operational research and knowledge management enhanced by 2022				
Output 1	Operational research on local governance and decentralization conducted		Stakeholder consultations conducted	Research agenda developed and disseminated	Research agenda implemented	Research agenda implemented
Output 2	Knowledge management framework developed		Knowledge management needs and resources identified	Knowledge management framework developed	Knowledge data bank developed	
Strategic Outcome 4		Policy, legal and regulatory frameworks strengthened				
Outcome Target 4.1		Implementation of ministry's mandate supported by appropriate policy and legal instruments by 2022				
OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 1	National Decentralization		Consultations with key	Draft revised National	Revised National Decentralisation	Revised National Decentralisation Policy

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	Policy reviewed		stakeholders conducted	Decentralisation Policy developed	Policy approved	launched and disseminated
Output 2	National Decentralization Policy implementation roadmap developed	Consultations with key stakeholders conducted	National Decentralisation Policy implementation roadmap developed and disseminated			
Output 3	Chiefs Administration Policy developed			Consultations with key stakeholders conducted	Draft Chiefs Administration Policy developed	Chiefs Administration Policy approved
Output 4	Chiefs Act review finalized	Draft Chiefs Bill vetted	Draft Chiefs Bill refined and submitted to Cabinet, and passed by parliament	Revised Chiefs Act implemented	Revised Chiefs Act implemented	Revised Chiefs Act implemented
Output 5	Local Government Act review finalized IRDS reviewed	Draft Local Government Bill refined and submitted to	Draft Local Government Bill passed by	Amended Local Government Act passed by	Amended Local Government Act implemented	Amended Local Government Act implemented

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
		Cabinet	Parliament	Parliament		
		IRDS refined and submitted to Cabinet				
Output 6	Local Revenue Enhancement Strategy (LRES) review facilitated	Consultations with key stakeholders conducted	Draft LRES developed and approved	LRES implemented in councils	LRES implemented in councils	LRES implemented in councils
Output 7	National Decentralization Policy reviewed		Consultations with key stakeholders conducted	Draft revised National Decentralization Policy developed	Revised National Decentralization Policy approved	Revised National Decentralization Policy launched and disseminated
Outcome Target 4.2		Implementation and enforcement of policy and legal frameworks enhanced by 60% by 2022				
Output 1	Inspectorate function for the ministry established	Preliminary consultations with key stakeholders conducted	Consultations with key stakeholders conducted (benchmarking study tour, functional review)	Inspectorate unit established	Inspectorate unit operationalized	Inspectorate unit operationalized

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 2	The LAPA for councils facilitated	LAPA framework revised	Annual LAPA conducted	Annual LAPA conducted	Annual LAPA conducted	Annual LAPA conducted
Output 3	Rewards and sanctions guidelines for LAPA developed and implemented	Consultations with key stakeholders conducted	Rewards and sanctions guidelines for LAPA developed and implemented	Rewards and sanctions guidelines for LAPA implemented	Rewards and sanctions guidelines for LAPA implemented	Rewards and sanctions guidelines for LAPA implemented
Strategic Outcome 5		Strengthened institutional and organizational capacity				
Outcome Target 5.1		70% of local government staff competences enhanced at all levels by 2022				
Output 1	Training needs assessment (TNA) for the ministry and council's conducted	TNA data collection tools developed	TNA conducted and HRD plan developed			
Output 2	Review and institutionalization of training committees facilitated		MLGRD & council training committees reviewed and institutionalized			
Output 3	Implementation of training programmes			Training programmes	Training programmes	Training programmes

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	facilitated			facilitated	facilitated	facilitated
Output 4	Impact of training program and evaluated					End-term evaluation conducted
Output 5	Minimum educational and professional requirements for council staff reviewed	Stakeholder consultations conducted	Minimum educational and professional requirement guidelines for elected and appointed staff defined and revised	Guidelines implemented	Guidelines implemented	Guidelines implemented
Outcome Target 5.2		100% of human resources regulated and motivated at all levels by 2022				
Output 1	Review of human resource management guidelines and best practices for councils facilitated	Stakeholder consultations conducted, and draft guidelines developed	Guidelines approved and disseminated	Guidelines implemented	Guidelines implemented	Guidelines implemented
Output 2	Enforcement of human resource management guidelines and best practices for councils		Monitoring tools developed and tested	Guidelines implementation monitored	Guidelines implementation monitored	Guidelines implementation monitored

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	monitored					
Output 3	Councils human resource management guidelines and best practices documented	Documentation of guidelines and best practices for councils facilitated	Documentation of guidelines and best practices for councils facilitated	Documentation of guidelines and best practices for councils facilitated	Documentation of guidelines and best practices for councils facilitated	Documentation of guidelines and best practices for councils facilitated
Outcome Target 5.3		Performance Management System (PMS) effectively implemented at all levels by 2022				
Output 1	Development of individual organizational Performance Contract (PCs) for ministry and councils facilitated	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted	Development of annual PCs for ministry and councils facilitated and PC sensitization sessions conducted
Output 2	Individual performance agreements (IPAs) for council's controlling officers and ministry staff facilitated	Annual IPAs facilitated and IPA sensitization sessions conducted	Annual IPAs facilitated and IPA sensitization sessions conducted	Annual IPAs facilitated and IPA sensitization sessions conducted	Annual IPAs facilitated and IPA sensitization sessions conducted	Annual IPAs facilitated and IPA sensitization sessions conducted

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 3	Implementation of Performance Management System (PMS) enforced, monitored and evaluated at all levels	Annual staff performance appraisals conducted	Annual staff performance appraisals conducted	Annual staff performance appraisals conducted	Annual staff performance appraisals conducted	Annual staff performance appraisals conducted
Outcome Target 5.4		70% of vacant positions at ministry and councils filled by 2022				
Output 1	Vacancy analysis for ministry and local councils report produced		Vacancy analysis report for ministry produced	Vacancy analysis report for councils produced		
Output 2	Annual recruitment plan for ministry and councils compiled and submitted to DHRMD	Annual recruitment plan compiled and submitted	Annual recruitment plan compiled and submitted	Annual recruitment plan compiled and submitted	Annual recruitment plan compiled and submitted	Annual recruitment plan compiled and submitted
Outcome Target 5.5		HRMIS operations and payroll management enhanced by 100% by 2022				
Output 1	Information security and data management course facilitated		Information security and data management course conducted for eight (8)	Information security and data management course conducted for twenty seven	Information security and data management course conducted for twenty seven	Information security and data management course conducted for twenty seven (27)

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
			server sites	(27) server sites	(27) server sites	server sites
Output 2	HRMIS user training for server sites facilitated	HRMIS user trainings for councils facilitated	HRMIS user trainings for councils facilitated	HRMIS user trainings for councils facilitated	HRMIS user trainings for councils facilitated	HRMIS user trainings for councils facilitated
Output 3	Payroll management training for councils facilitated		Four (4) regional payroll management trainings facilitated	Four (4) regional payroll management trainings facilitated	Four (4) regional payroll management trainings facilitated	
Output 4	e-payslip facility implemented		Key stakeholder consultations conducted	e-payslip piloted at ministry level and rolled out to councils		
Outcome Target 5.6		Workplace response to employee wellness programmes enhanced by 70% by 2020				
Output 1	Weekly fitness sessions introduced	Staff encouraged to embrace wellness programs	Staff encouraged to embrace wellness programs	Staff encouraged to embrace wellness programs	Staff encouraged to embrace wellness programs	Staff encouraged to embrace wellness programs
Output 2	Orientation sessions on non-	Awareness campaigns	Awareness campaigns	Awareness campaigns	Awareness campaigns	Awareness campaigns

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	communicable diseases facilitated	facilitated	facilitated	facilitated	facilitated	facilitated
Output 3	Training sessions for ministry and council's workplace committees conducted	Training modules developed	Training modules developed	One (1) Training session conducted	One (1) Training session conducted	One (1) Training session conducted
Output 4	Establishment of council workplace committees facilitated	Council workplace committees established	Council workplace committees established	Workplace committees operationalized	Workplace committees operationalized	Workplace committees operationalized
Output 5	Development of council workplace committees policies facilitated		Key stakeholder consultations conducted	Draft policy documents' developed	Policy document approved and implemented	Policies implemented
Output 6	Compliance of at least 2% on HIV and AIDS workplace programmes in councils enforced	Councils monitored and evaluated on the utilization of 2% ORT for HIV/AIDS	Councils monitored and evaluated on the utilization of 2% ORT for HIV/AIDS	Councils monitored and evaluated on the utilization of 2% ORT for HIV/AIDS	Councils monitored and evaluated on the utilization of 2% ORT for HIV/AIDS	Councils monitored and evaluated on the utilization of 2% ORT for HIV/AIDS

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 7	Provision of nutritional support to affected employees	All affected employees provided with monthly nutritional support	All affected employees provided with monthly nutritional support	All affected employees provided with monthly nutritional support	All affected employees provided with monthly nutritional support	All affected employees provided with monthly nutritional support
Strategic Outcome 6		Enhanced acceleration of full devolution				
Outcome Target 6.1		100% of human resources devolved to councils by 2020				
Output 1	Complete human resource devolution facilitated	Staff rationalization conducted	Staff rationalization recommendations implemented in line with the Devolution Plan	Staff rationalization recommendations implemented in line with the Devolution Plan	Staff rationalization recommendations implemented in line with the Devolution Plan	Staff rationalization recommendations implemented in line with the Devolution Plan
Output 2	Council human resource guidelines developed and implemented	Human resource guidelines drafted	Human resource guidelines finalized and implemented	Human resource guidelines implemented	Human resource guidelines implemented	Human resource guidelines implemented
Output 3	HRMIS and payroll processes rolled out	Procedure manual for HRMIS and payroll	Implementation of procedure manual monitored and	Implementation of procedure manual monitored and	Implementation of procedure manual monitored and	Implementation of procedure manual monitored and

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
		disseminated	evaluated	evaluated	evaluated	evaluated
Output 4	Capacity development strategy for devolved human resources developed		HR capacity development strategy developed	HR capacity development strategy implemented	HR capacity development strategy implemented	HR capacity development strategy implemented
Output 5	Roles of recruitment and appointment authorities reviewed		Councils sensitized on the roles of existing Service Commissions	Councils sensitized on the roles of existing Service Commissions		
Outcome Target 6.2		100% of micro projects devolved to councils by 2020				
Output 1	Potential micro projects identified	Potential micro projects in five devolved sectors identified	Potential micro projects in six devolved sectors identified	Potential micro projects in six devolved sectors identified	Potential micro projects in four devolved sectors identified	Potential micro projects in four devolved sectors identified
Output 2	Potential micro projects delinked from national PSIP database	Economic Planning and Development Department consulted on the delinking of	Five potential micro projects delinked from the PSIP	Six potential micro projects delinked from the PSIP	Six potential micro projects delinked from the PSIP	Four potential micro projects delinked from the PSIP

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
		potential micro projects from the PSIP				
Output 3	All councils oriented on micro projects earmarked for devolution		All councils oriented on micro projects earmarked for devolution	All councils oriented on micro projects earmarked for devolution	All councils oriented on micro projects earmarked for devolution	All councils oriented on micro projects earmarked for devolution
Output 4	Micro projects integrated into district/urban development plans		Five potential micro projects delinked from the PSIP incorporated in DDPs/UDPs	Six potential micro projects delinked from the PSIP incorporated in DDPs/UDPs	Six potential micro projects delinked from the PSIP incorporated in DDPs/UDPs	Four potential micro projects delinked from the PSIP incorporated in DDPs/UDPs
Outcome Target 6.3		70% of assets devolved to councils by 2022				
Output 1	Development of assets devolution policy facilitated		Stakeholder consultations conducted	Policy produced and disseminated	Policy implemented	Policy implemented
Output 2	Guidelines for assets devolution finalized	Stakeholder consultations conducted, and draft guidelines	Guidelines finalized and disseminated	Guidelines implemented	Guidelines implemented	Guidelines implemented

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
		developed				
Output 3	Devolved sectors and Accountant General engaged in transfer of assets to councils	Stakeholder consultations conducted, and potential assets to be transferred documented	Asset devolution inventory developed	Asset devolution inventory implemented	Asset devolution inventory implemented	Asset devolution inventory implemented
Output 4	Implementation of assets devolution monitored		Asset devolution inventory monitoring tools developed	Annual monitoring of implementation of devolution plan conducted	Annual monitoring of implementation of devolution inventory conducted	Annual monitoring of implementation of devolution inventory conducted
Outcome Target 6.4		100% of functions fully devolved to councils by 2022				
Output 1	Review and development of sector devolution plans facilitated	Two (2) sector development plans (e-Govt and DODMA) developed, and one (1) sector development plan reviewed	Four (4) sector development plans developed and two (2) sector development plans reviewed	Four (4) sector development plans developed and two (2) sector development plans reviewed	Four (4) sector development plans reviewed	Four (4) sector development plans reviewed

OUTPUT DESCRIPTION		OUTPUT TARGETS (PER FINANCIAL YEAR)				
		2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Output 2	Ministry's devolution plan developed	Draft ministry devolution plan developed	Ministry devolution plan finalized and approved	Ministry devolution plan implemented	Ministry devolution plan implemented	Ministry devolution plan implemented
Output 3	Review and development of sector devolution management guidelines facilitated	Sector devolution plan monitoring tools developed	Annual monitoring of implementation of sector devolution plan conducted	Annual monitoring of implementation of sector devolution plan conducted	Annual monitoring of implementation of sector devolution plan conducted	Annual monitoring of implementation of sector devolution plan conducted
Output 4	Supervision and monitoring of implementation of sector devolution plans conducted	Quarterly monitoring and supervision conducted	Quarterly monitoring and supervision conducted	Quarterly monitoring and supervision conducted	Quarterly monitoring and supervision conducted	Quarterly monitoring and supervision conducted
Outcome Target 6.5		Fiscal devolution achieved by 80% by 2022				
Output 1	Central gov't compliance on net budget threshold to councils enforced		Position paper on compliance to budgetary threshold prepared	Treasury lobbied for increased budgetary allocation to councils		

7 THE RESULTS-BASED LOGICAL FRAMEWORK

The Logical Framework presented in Table 6 below highlights a snapshot of the key areas that are drawn from the mandate where the MLGRD will focus on and the expected results or desired outcomes on each one of them. The framework will basically be used for monitoring and evaluating the achievement of the results through the given indicators and their means of verification.

Table 6: The Results-Based Logical Framework

Key Result Area	PROMOTION OF LOCAL GOVERNANCE				
Expected Results/Outcome	Performance Indicators			Sources and Means of verification	Risks/Mitigation Measures
	Objectively verifiable indicators	Baseline	Targets 2021		
Strengthened local governance structures	% of Councils with functional local governance structures	60%	35	Reports	Inadequate funding
	No of urban councils with urban structure development plans	1	7	Reports	Non-compliance
	No of Councils with harmonized planning structures	Data Not Available	35	Reports	Inadequate funding
Key Result Area 2	COORDINATION OF RURAL DEVELOPMENT				
Improved coordination and implementation of development initiatives	No of TWG Meetings held	2	20	Minutes	Poor attendance
	No of SWG Meetings held	2	20	Minutes	Poor attendance
	No of meetings held with individual sectors held	4	20	Minutes	Poor attendance
	No of coordination and reporting meetings held with Councils	1	25	Reports	Inadequate funding
	No of Councils with MoU with NGOs/ CSOs	Data not available	4	Report	Compliance issues

Key Result Area	PROMOTION OF LOCAL GOVERNANCE				
Expected Results/Outcome	Performance Indicators			Sources and Means of verification	Risks/Mitigation Measures
	Objectively verifiable indicators	Baseline	Targets 2021		
	No of projects implemented by councils	Data not available	To be Determined	Annual Reports	Inadequate financial resources
Key Result Area 3	FACILITATION OF LOCAL DEVELOPMENT PLANNING				
Improved local government planning, monitoring and evaluation	No of districts with updated local development plans	21	28	Annual Progress Report from MLGRD	Inadequate funding
	No of urban councils with updated local development plans	1	7	Annual Progress Report from MLGRD	Inadequate funding
	No of micro projects devolved to local authorities	18	30	Monitoring Report	Resistance from central sectors
	No of Councils with functional data base	0	35	Reports	Inadequate funding to
	No of Councils with DPD and M&E Officers	13	35	Staff returns	Staff turn over
	No of councils with local development plans mainstreamed with cross cutting issues	21	35	Reports	Commitment from the Councils
Key Result Area 4	SETTING AND ENFORCING STANDARDS				
Improved	No of policy and legal	2	4	Reports	Inadequate funding

Key Result Area	PROMOTION OF LOCAL GOVERNANCE				
Expected Results/Outcome	Performance Indicators			Sources and Means of verification	Risks/Mitigation Measures
	Objectively verifiable indicators	Baseline	Targets 2021		
organizational, management and administrative services	instruments reviewed or developed				
	No of joint activities implemented with stakeholders	3	20	Reports	Willingness of stakeholders
	No of Councils that enforce various regulations	7	35	LAPA	Non compliance
	Inspectorate functions established	0	1	Reports	Acceptance of the new institution
Key Result Area 5	CAPACITY AND INSTITUTIONAL DEVELOPMENT				
Strengthened institutional and organizational capacity	Vacancy rates in the Ministry	43%	TBD	Staff returns	Frequent postings
	No of staff recruited in the technical Directorates	TBD	TBD	Staff returns	Staff turn over
	No. of affiliate organizations with adequate capacity	TBD	TBD	Training reports	Staff turn over
	No. of officers trained	TBD	TBD	Training reports	Staff turn over
	No. of councils implementing required standards	Data Not Available	TBD	Reports	Non-compliance

Key Result Area	PROMOTION OF LOCAL GOVERNANCE				
Expected Results/Outcome	Performance Indicators			Sources and Means of verification	Risks/Mitigation Measures
	Objectively verifiable indicators	Baseline	Targets 2021		
	No. of councils with required technical and finance staff	35	35	Reports	Financial mismanagement
Key Result Area 6	ADMINISTRATION AND MANAGEMENT SERVICES				
6.0 Improved provision of corporate services	No of vehicles (runners)	11	19	Vehicle Log book	Inadequate funding
	Office services provided	12	12	Management reports	Inadequate funding
	Financial services provided in the Ministry	12	12	Report	Fully fledged Directorate
	% of procurement done according to plan	70	100	Report	Non-compliance
	No of audit issues reported and cleared	1	5	Parliament PAC report	Management commitment
	No of ICT polices developed and implemented	0	5	Reports	Inadequate funding
	No of Mediums for Communication through ICT provided	1	2	Reports	Acceptance of the mediums

8 STRATEGIC PLAN IMPLEMENTATION

8.1 Critical Success Factors

In determining strategic outcomes and targets, outputs and annual output targets to be attained, the MLGRD is aware that there are certain critical elements that must be made available for the outcomes to be successfully attained and sustained. Basically, these are important assumptions which must be considered, put in place and observed in order to successfully realize the intended results from implementing the Strategic Plan.

Critical Success Factors may change overtime, hence the need for the Ministry to regularly observe them and make necessary adjustments to the set targets in relation to these factors depending upon the circumstances. The following are some critical factors that are assumed to be in place for the MLGRD to achieve the targets reflected in Table 4 and 5 above:

8.1.1 Strategic Leadership

Leadership is the driving force for the accomplishment of any organization's goals and objectives. It is therefore imperative that the MLGRD leadership is proactive, visionary, inspiring and accommodative of other people's views and be able to delegate responsibilities. This in addition includes commitment to see the implementation process through.

8.1.2 Human Resource

The HRs is the most critical resource for any organization as it relates to the implementation of all activities through people. The MLGRD leadership shall therefore ensure that required and adequate professional HRs is recruited and that it will be trained to acquire core competencies to enable efficient and effective service delivery.

8.1.3 Financial Resources

Almost all the activities of the MLGRD will require financial resources for implementation. It is therefore assumed that the MLGRD be able to get adequate financial resources from Treasury and development partners to match with the requirements of the planned output targets and the sustainability of its operations in general.

8.1.4 Political Environment

It is assumed that the current political environment will remain stable for the entire period of the Strategic Plan implementation and beyond. It is also assumed that the political leadership will support the activities of the MLGRD as reflected in the

Constitution, the Local Government Act and the National Decentralization Policy which are operationalized through the MGDS III.

8.1.5 Supportive and Collaborative Stakeholders

It is assumed that the MLGRD will receive adequate support from its traditional donors and collaborative development partners.

8.2 Risks and Mitigation Measures

There are several risks to the implementation of this Strategic Plan that may affect the realization of planned output targets, strategic outcomes and ultimately its mandate. The matrix (Table 7) below gives a list of possible risks and suggested mitigation measures.

Table 7: Risks and Mitigation Measures

No.	Risk	Consequences	Mitigation Measures
1.	Insufficient funds available to implement plans	Insufficient funding may derail the implementation of the Ministry's programs.	Prioritize the funding of the MLGRD programs that will generate quick wins for the attainment of its mandate
2.	Dependence on development partners' and other well-wishers in funding its activities	Reduced or no funding may negatively affect the overall service delivery and operations of Ministry	Develop and implement a sustainable financial resource mobilization strategy
3.	Weak collaboration with key stakeholders	Weak collaboration with key stakeholders could result into poor service delivery	Enhance engagement and collaboration with key stakeholders.
4.	Weak coordination and communication between the MLGRD and devolved sectors and Councils	Information gaps that may be detrimental to programs implementation	Enhance communication and coordination including sensitizing staff in the MLGRDC & devolved sectors on the need for coordination, communication and team work as pre-requisites for effective implementation of their programs
5.	Poor publicity and knowledge of Malawi's IRDS and PSD	Some potential donors may not be aware of aims and objectives in our IRDS and PSD	Develop a Communication Strategy Strengthen the Public Relations Office

9 MONITORING AND EVALUATION

9.1 Monitoring

Monitoring implementation of the Strategic Plan will constitute systematic tracking of programmes, sub-programmes, projects, activities and actions to assess progress. Progress will be measured by the achievement of specific outputs against expected or planned output targets on annual basis. This will help the Secretary for Local Government and Rural Development and the Management team to remain alert to any shortfalls or deviations and take early corrective action. Effective monitoring will help the MLGRD to timely identify challenges, problem areas and lessons learnt, and to take immediate remedial action thereby ensuring that the relevant expected targets are timely and adequately attained.

9.2 Evaluation

Performance evaluation is very important as it entails comparing actual against expected results and the resultant impact. In this fast changing environment, some of the key assumptions in the Strategic Plan may dramatically change and affect implementation of the set outcome targets and the outputs that will achieve them. It is therefore in the course of evaluation that the MLGRD will determine the effect of such changes and appropriate corrective actions taken.

9.3 Review of the Strategic Plan

The Strategic Plan will be reviewed at the end of each financial year basing on the achievement of the annual output targets which will constitute the Annual Work Plans prior to the budget development process to reflect cost estimates for the impending fiscal year. A full review of the Strategic Plan will be conducted at the end of the implementation period in 2022 when the plan expires. However, a mid-term review may be conducted to incorporate new developments and emerging issues needing immediate attention since it is a flexible document.

10.0 FINANCIAL RESOURCES MOBILIZATION

The successful implementation of this Strategic Plan is dependent not only on the quality and commitment of staff, but also largely on the availability and efficient utilization of financial and other resources. Based on the costing of the total outputs to be produced to achieve the expected outcomes to finance the implementation of this Strategic Plan. The MLGRD will require a total of **MK50 Billion** over the five year period i.e. July 2017 up to June 2022. The various possible sources of funding include the following:

- Treasury subventions through the Program Based Budget covering both Recurrent and Development Expenditure
- Development partners through off-shore and on-shore funding

APPENDICES

Appendix 1: List of Reference Materials Consulted

Item No.	Reference material
1	Integrated Rural Development Strategy, 2016
2	MLGRD Management Guidelines and Standards, 2017
3	Ministry of Local Government and Rural Development Devolution Plan
4	Ministry of Local Government and Rural Development Strategic Plan:2012 - 2016
5	Malawi Growth and Development Strategy III, September, 2017
6	Malawi National Public Sector Reforms Policy, 2017
7	Malawi Public Service Management Policy, 2017
8	Programme Support Document of the IRDS
9	MLGRD National Decentralisation Policy (1998)
10.	MLGRD, Local Government Act
11	MLGRD, Chiefs Administration Act

